The USAMMA Newsletter

United States Army Medical Materiel Agency, Fort Detrick, Maryland 21702-5001

The U. S. Army Medical Materiel Agency

TRANSFORMATION COMES TO THE USAMMA

(MAJ Song Gotiangco, MCMR-MMI, DSN 343-7887 or 301-619-7887)

The URL (USAMMA's Revolution in Logistics) is the USAMMA's version of ERP — Enterprise Resource Planning, an initiative to revolutionize the organization's business processes and upgrade and replace the aging legacy information system infrastructure for the 21st century. This revolution in logistics business processes is central to effective support of future military operations and is also the cornerstone of the USAMMA's efforts to balance readiness and modernization.

Recognizing the need for best business practices and technologies, the USAMMA has initiated a major information systems overhaul and a complete review of the Agency's business processes. The overhaul of Agency systems and processes will rely on commercial off-the-shelf "Enterprise Resource Planning" (ERP) systems and processes implemented by a Government-contractor team. This partnership team consists of the USAMMA's key civilians, military, and contractors as well as consultants from IBM, KPMG Consulting, Inc., and McAdams Technologies, Inc. The URL project executive, LTC Patrick Byrne (Chief, IM/IT) and the project manager, Mr. Cal-Abram Johnson (Deputy CIO) are working closely with their IBM counterparts to make this project a reality for the USAMMA.

Timing for URL could not have been better with recent announcements of the Defense Logistics Agency (DLA) and the Army Materiel Command (AMC) of their initiatives in ERP. And with the signed Memorandum of Agreement between DLA and USAMRMC to transfer inventory and responsibility for assembly management of Army-owned materiel from DSCP to the USAMMA, the USAMMA can take the lead and serve as a model and standard for all AMEDD's future enterprise initiatives. The partnership

*F*ast pace to: **www.armymedicine.army.mil/usamma**

with DLA and AMC has been further validated by the use of the same enterprise management software, Systems, Applications and Products in Data Processing (SAP R/3). Using this robust SAP software will enable the USAMMA to cut medical logistics system response time, increase supply availability and improve the overall readiness of the Army by embracing the Internet to improve business processes. SAP R/3 software, along with other highly integrated companion products, is the heart of this solution.

The IBM team plays a major role in the implementation of the SAP software as well as developing a training strategy to help the USAMMA personnel become knowledgeable in SAP R/3 processes and functionality. Together, the USAMMA-IBM team is working through an accelerated SAP roadmap that includes the following phases:

1. Project Preparation
2. Business Blueprint
3. Configuration
4. Final Prep/Deployment

Medical Research and Materiel Command

A Message From The Executive Editor, LTC Patrick T. Byrne

LTC PATRICK T. BYRNE

This issue of the USAMMA Newsletter is dedicated to the change that is occurring within the Agency. While no amount of information would give justice to the amount of work that is taking place, we hope to give you an appreciation for how we are reshaping and repositioning ourselves to better accommodate the needs of the Army.

Transformation is truly hard work. In our case, it goes way beyond simply adopting new software and hardware. As astounding and awesome as new technology is, making use of that technology sometimes requires a complete make-over. We could have opted for the latest web-based technologies and/or the latest data warehousing applications or gizmos, but that would have been akin to losing weight by going on a fad diet, cramming the night before the test, or cleaning the house by sweeping the dirt under the rug. Effective though they may be, they are not long lasting; they become more expensive; and they remain limited in their capabilities. As in life, doing it right takes time, energy, and commitment. The old saying 'No Pain - No Gain' certainly holds true here.

For the USAMMA, there are multiple change components. From an information technology perspective, we are taking down our mainframe applications, replacing them with SAP R/3, and learning a whole new way to manage that technology. From a business process perspective, we are amending the 'how-we-do-our-jobs' part to take advantage of the inherent efficiencies of SAP. From an organizational context, we are reshaping the TDA, implementing a Balanced Score Card, and institutionalizing the tenets of high performance organizations. Even our relationships with DSCP and the DLA are changing, and the neat thing is that they are undertaking similar initiatives.

No doubt about it, there is a great deal of uncertainty and risk. For many, this is entirely new territory. For all of us, and I do mean all of us in the agency, a generation of doing business a certain way, is rapidly being replaced by something we fully don't understand yet. We know that it works in the corporate world, and when configured properly, performs extremely well. In this regard, we've contracted with our consultants to lead us through this process. The teams pictured throughout this newsletter represent the commitment and dedication of our employees to the project, the results, and our customers. Along with constant communication and training, we will ensure that we meet our objectives and provide you, our readers, with the best support possible. ◈ ◈

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On a personal note, I'd like to take the opportunity to wish the best for Ms. Mary Sparkman and Ms. Gail Jenkins as they enter retirement (see page 14). Both retire with over twenty five years of service each and an enviable record of accomplishment. Indirectly, they have touched the lives of every medic. They embody the professionalism and spirit that is the USAMMA. Mary and Gail - we will miss you. Best wishes and thank you for all you have done and the support you have given to the AMEDD. ◈ ◈

Patrick T. Byrne
LTC, MS
Chief
Information Management/
    Information Technology

The URL Management Team

STANDING, LEFT TO RIGHT: Mr. Cal-Abram Johnson, Ms. Julie Hunter (IBM), and Mr. Ron Delwo (IBM). SEATED, LEFT TO RIGHT: Ms. Tracy Griffith (IBM), Ms. Patty Morris (Anteon Corp.), Ms. Barbara Graham.

The USAMMA Commander's Comments

A vision of the future is the art of knowing what "right" looks like. "Right" looks like the USAMMA Revolution in Logistics (URL) - which is a tightly orchestrated network of information and operational medical logistics management processes, empowered by web and "commercial off the shelf" (COTS) based applications, and supported by Enterprise Resource Planning (ERP) solutions. This initiative began in earnest almost a year ago, and the USAMMA will deploy the URL solution in four stages. The URL Stage One, set to "go live" in May 2002, focuses on our assumption of responsibility for the "set build" (or assembly management) functionality for the AMEDD. The application of our knowledge and honorable intentions ensure that our success will bear

COL DAVID W. WILLIAMS

fruit for the AMEDD. As you will read in the many articles in this *Newsletter*, we have dedicated significant resources – funding, time, and the most precious of all - the knowledge and experience of our staff to this initiative. We are a center of excellence for medical logistics, and our organization is transforming to meet the ever-expanding mission needs of the AMEDD. This *Newsletter* is devoted to the enterprise-wide upgrade of our systems to accommodate our transformation – better serving you, our customers.

Usually when you commence an undertaking of this magnitude, it raises expectations as well. Unfortunately, what is highly praised seldom measures up to the expectation; reality never catches up to the imagination. However, in our case, the values of good judgement, prudence, and commitment temper our enthusiasm, with the confidence that reality will surpass our expectations. Our future vision is an important life principle. It describes the ideal organizational structure and the future we must attain to be relevant in the 21st century. It provides meaning and direction while forcing us to break through present limitations. Having a clear picture of the desired future has mobilized this organization's level of creative effort to generate the energy and thought required to accomplish the mission. The USAMMA's vision is simply a picture of what tomorrow will look like today.

The current operational activity level at the USAMMA to provide support to our forces in the aftermath of the tragic events of September 11th has only served to underscore the vital role the USAMMA plays in providing critical and timely support to the AMEDD and the Army. Although we are naturally saddened by the loss of innocent lives and outraged by the attacks, our staff remains emboldened and all the more committed to perform its mission with excellence. The demands placed for information and materiel on an almost instantaneous basis have made it even more apparent that we must enhance our information systems and processes to maintain high OPTEMPO in the battlespace of the future. The URL must be completed in order to assure that our staff continues to provide the unwavering level of support our customers demand and deserve.

"I firmly believe that the USAMMA's people are the salt of the earth... "

A FINAL NOTE: Our organizational "value" that the USAMMA brings to the AMEDD, which is actually the <u>sum</u> of our values, is the closely held belief that we support with thoughts, words, feelings, and most importantly, deeds and effort. What we accomplish in our commitment to excellence in medical logistics reflects what we believe.

Future issues of the *USAMMA Newsletter* will address how we are responding to the attack upon our Nation, our freedom, and on civilized peoples the world over, and how we will better serve you. Although our present operational focus is dedicated to supporting the war on terrorism, this issue of the *Newsletter* remains dedicated to the people and principles behind our ongoing URL initiative to transform our future. I firmly believe that the USAMMA's people are the salt of the earth, and the center and source of our productivity gains. In order for our organization to meet the challenges of a changing world, it must be prepared to change everything about itself except those values and beliefs that are the foundation for our success.

KEEP ATTACKING!

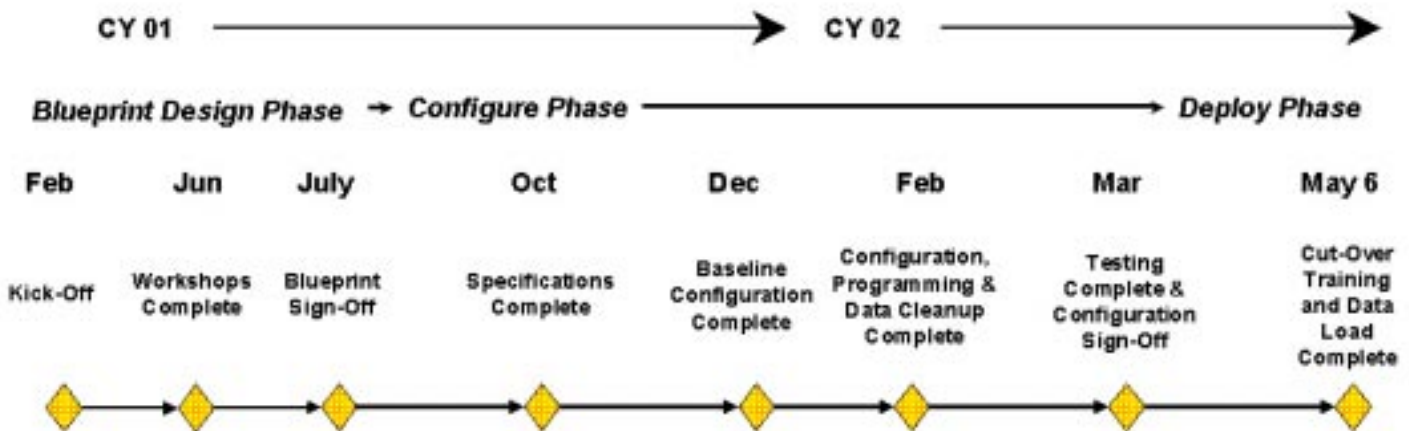DAVID W. WILLIAMS
Colonel, MS
Commander

The implementation for the *"GO LIVE"* date is 6 May 2002, at which time the USAMMA will go into production and officially turn on the SAP R/3 system.

The URL project will modernize the USAMMA's medical logistics business processes and provide the best support to our customers. The URL will provide agile, reliable, and responsive services by leveraging best practices and technology that enable the USAMMA to deliver world-class medical logistics and readiness to the warfighter.

For more information on the URL project and to meet the URL team members, visit: (https://usamma-erp.detrick.army.mil/index.html).

Project URL High Level Time Line & Events

| CY 01	→			CY 02			
Blueprint Design Phase →	*Configure Phase*						*Deploy Phase*
Feb	**Jun**	**July**	**Oct**	**Dec**	**Feb**	**Mar**	**May 6**
Kick-Off	Workshops Complete	Blueprint Sign-Off	Specifications Complete	Baseline Configuration Complete	Configuration, Programming & Data Cleanup Complete	Testing Complete & Configuration Sign-Off	Cut-Over Training and Data Load Complete

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WHAT IS SAP R/3?
AND
WHAT WILL SAP R/3 DO FOR THE USAMMA?

(MAJ Song Gotiangco, MCMR-MMI, DSN 343-7887 or 301-619-7887)

As the USAMMA enters the world of *e-commerce, e-business, and e-government,* and in support of revolutionizing the Agency's business practice and processes through the URL, the enterprise software system of choice is SAP R/3 (Systems, Application and Products in Data Processing). The R/3 system is the comprehensive set of integrated business applications which uses the client-server model and provides the ability to store, retrieve, analyze, and process in many ways. The R/3 system also makes it possible to get to the database and applications through Internet access and Web browsers. These tools will speed up product delivery by helping to manage an efficient supply chain process at the USAMMA.

The R/3 system is so robust that it will provide the capability to:

ℕ   manage financial, asset, and cost-accounting production operations;

ℕ   materiel management;

ℕ   personnel;

ℕ   plants;

ℕ   document management; and

ℕ   more (as depicted in the graph below).
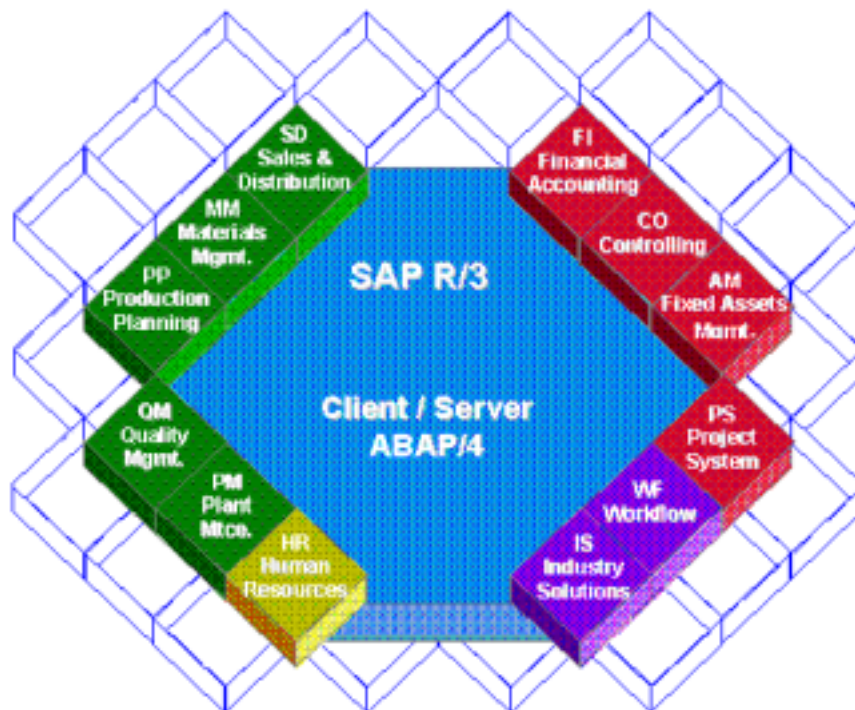
The R/3 system, once implemented at the USAMMA, will run on platforms including Windows NT and will use the client/server model. This software is highly customizable using its programming language, ABAP/4 (Advanced Business Application Programming/Version 4).

The IBM team, working side-by-side with the USAMMA URL team, has a plan to ensure the USAMMA's successful participation in the development of the new enterprise system, and end-user acceptance of the delivered system. This is part of the "end-to-end" solution that not only ensures acceptance of the implementation of ongoing maintenance support, but also includes training and product documentation for system administrators, application support personnel and end-users. The IBM team will utilize its own methodology to implement the SAP functionality in a progression that addresses the USAMMA's unique needs in order of priority. This methodology, MethodBLUE, has been designed specifically for managing enterprise software system implementations at organizations like the USAMMA.

During all four phases of the business blue print phase, the URL team members (a.k.a. Funtional Team Members) continue to hold workshops with their IBM counterparts to discuss and map out the specific functional modules that are pertinent to the URL implementation. (reference the diagram of the modules) The team addresses possible issues concerning configuration and system interfaces external to the USAMMA. Upon the final phase of system testing, system approval, and the official GO LIVE date of 6 May, the USAMMA will turn on the SAP R/3 system.

The USAMMA recognizes the criticality of its business process requiring the re-engineering from the current environment of autonomous units to a new environment of one integrated enterprise system. The SAP R/3 system will support this endeavor so that this new business process can be supported by one enterprise software system, eliminating the traditional "stove piped" system at the USAMMA.

The value earned from this enterprise system for the USAMMA will be tremendous in the near future. The new system will support the complex businesses dealing with Prime Vendor contracts, vendor-managed inventory, and corporate exigency contracts to rapidly assemble medical sets, kits, and outfits for deployable units. This innovative system will enable daily mission execution throughout the USAMMA in a "warp" speed, as the Agency continues to prove its vision of enhancing medical readiness by providing world class medical logistics support to the warfighters.

SAP R/3 is the heart of the URL's technical solution.◈◈

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SAP Brain Teaser...

Put the four phases of an AcceleratedSAP (ASAP) Methodology (listed below) in the correct order.

Configuration
Final Preparation/Deployment
Business Blueprint
Project Preparation

Hint: You <u>will</u> find the answer in this *Newsletter.*

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The URL Functional Team (FT)

(MAJ Song Gotiangco, MCMR-MMI, DSN 343-7887 or 301-619-7887)

The URL Functional Team

LEFT TO RIGHT: Mr. Bill Shearin, Mr. Ron Shoemaker, Ms. Cyndi Lake, Mr. Sheldon Shealer, Ms. Donna Kesler, Mr. Yoshi Shino, Ms. Carole Trumpower, Ms. Dawn Rosarius, Mr. Fred Sharp (McAdams Technology), Mr. James Larkin (KPMG).
NOT PRESENT WHEN PHOTO WAS TAKEN: John Anderson (KPMG), Anna Diaz (KPMG), Dough Hermann (IBM), Kasey Hughes (IBM), Seetha Krishnan (KPMG), and Larry Smith (IBM).

As a result of the Business Blueprint phase, a "Business Blueprint" document that includes the Executive Summary, Business Process Requirements, the Organization Structure, requirements for Authorizations, Conversions, Reports, Interfaces, and Enhancements has been established. This blueprint is the baseline for the Configuration phase in which the URL Functional Team and the IBM team configure and address the standard business processes that will be tailored to fit USAMMA's specific business processes. The key in this process is "Configuration" in which the members of the Functional Team (made up of functional 'subject matter experts' from each of the directorates) work closely with the IBM team to configure each and every business process that will be effected by the SAP implementation at the USAMMA. Currently, the Functional Team spends long hours in the URL trailer, working with their counterparts in identifying the detailed requirements and discussing and resolving issues concerning each business process. The Functional Team members also attended SAP introductory training prior to the workshops in order to understand SAP business process and the impact of SAP implementation at the USAMMA.

The Functional Team, led by Ron Shoemaker (USAMMA) is focusing on the first phase of the URL project that covers a full implementation in areas of Assembly Management, Inventory Management, Financial Execution and Tracking, Materiel Requisitioning, and Project Management. The workshops during Configuration Phase allow knowledge transfer to take place, permitting the IBM project team to become more familiar with the USAMMA's business process system, and reinforcing the objectives of the USAMMA Functional Team. The purpose of these activities is to evolve the future "To-Be" model into an integrated and documented solution, thereby fulfilling the USAMMA organization's business and process requirements.

The configuration of each core business process is divided into iterations (or cycles) of related business process flows. The business

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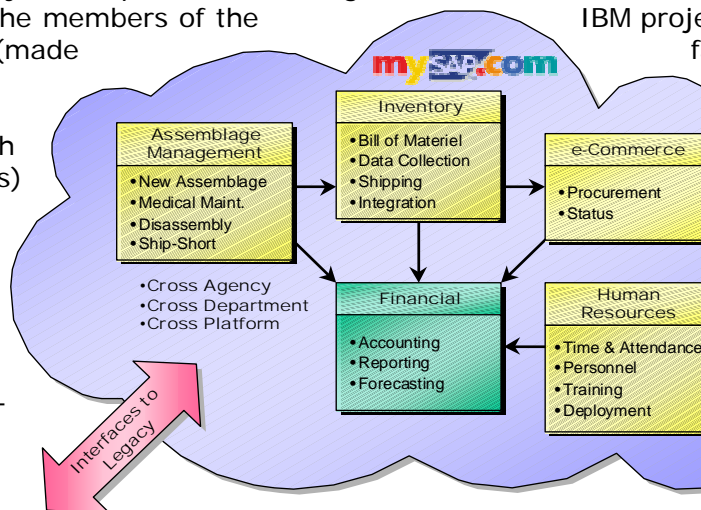
THE URL BASIS TEAM (BT)

(Ms. Barbara Van Dyke, MCMR-MMI, DSN 343-4343 or 301-619-4343)

The URL Basis Team

LEFT TO RIGHT: Ms. Tracy Griffith (IBM), Ms. Diana Doyle, Mr. Greg Mosley (IBM), Mr. Kevin Huie (IBM), Ms. Barb Van Dyke, Mr. Mike Lannon, Mr. Denny Hay, Ms. Darlene Ott.

The URL Basis Team manages a set of programs and tools from SAP, the company whose comprehensive R/3 product is used to help manage large corporations. SAP provides the underlying base (thus the name) that enables applications such as FI-Finance Module, PM-Plant Maintenance, HR-Human Resources, MM-Materials Management, SD-Sales and Distribution and CO-Costing, to be seamlessly interoperable and portable across operating systems and database products.

The Basis Team at the USAMMA plays a vital role in the success of the URL project. The team is diligently working with the IBM staff to procure, configure, and install the necessary hardware and software needed to support the SAP R/3 implementation. To ensure SAP R/3 is available for transaction processing as well as peak performance, our team continuously monitors the system. The Basis Team members perform a number of tasks such as account administration, software installation, network support, database administration, system security, and transporting objects from one platform to another. We also process messaging software that allows data to be transferred between the R/3 system, legacy systems, and external sources such as the DLA and our commercial suppliers.

Currently the Development System (DEV), has been configured and is in use. The QAS equipment has arrived, and is now being configured, with installation soon to follow and implementation planned for the middle of October. Shortly thereafter, we begin the process of sizing and configuring the Production System (PRD). The three-tiered approach gives SAP R/3 its name, provides the underlying foundation for us to build, test, and go into production concurrently, as well as creates a training environment for our employees. ◈◈

The USAMMA SAP R/3 Architecture

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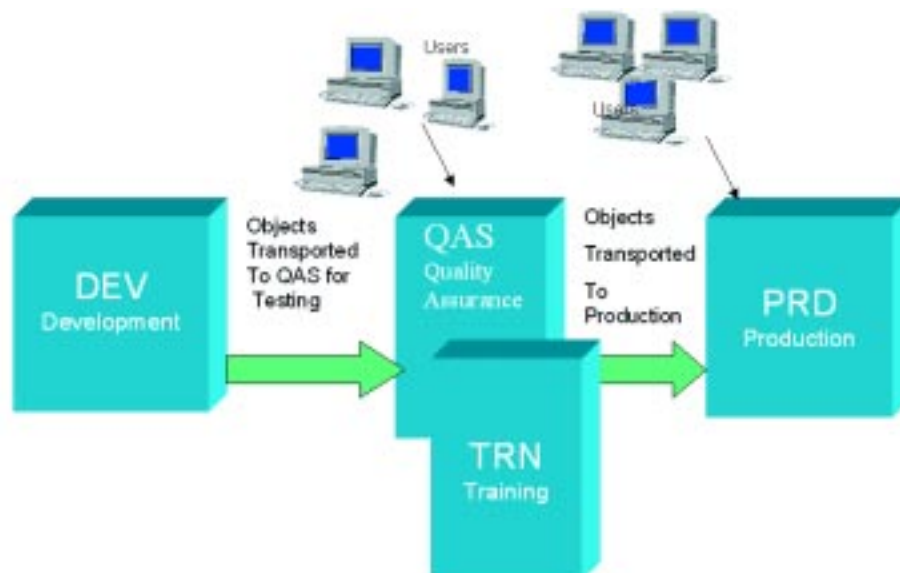
THE URL INFORMATION TECHNOLOGY TEAM (ITT)
LEADS THE URL SYSTEMS INTEGRATION

(MAJ Song Gotiangco, MCMR-MMI, DSN 343-7887 or 301-619-7887)

**The URL Information Technology Team**

LEFT TO RIGHT: Mr. Yasham Dand (IBM), Mr. Raj Chopra (IBM), Ms. Ruth Schiff, Mr. Rod Ott, Mr. Glenn Griffin (IBM), Mr. Tim Altenhoff (IBM), Mr. Steve Pawley, Mr. Glenn Gincley, Mr. Steve Crowe, Ms. Sharon Rugh, Mr. Don Palmer, Mr. Jagdish Patel (IBM), Ms. Tamy Kirchner, Mr. Jack Khaw (IBM), Mr. Geoff Martini (IBM), Mr. Bill Clerkin (McAdams Technology), and Mr. Dallas Tanner (IBM).
NOT PRESENT WHEN PHOTO WAS TAKEN: Sandya Shah (IBM), and Nalini Vanaparthy (IBM).

      With the SAP R/3 as a modular, standard software system supporting all of the USAMMA's future business transactions and considered as the heart of the URL project implementation, the URL IT Team (aka ABAP-Advanced Business Application Programming Team) has the challenge of not only replacing and upgrading the age old legacy system, but also supporting the ongoing systems strategy. The IT Team consists of Interface/Legacy Programmers led by Mr. Glenn Gincley (Chief of Applications and Development, IM/IT). Like the functional support teams, the IT Team works with its counterpart, the IBM team, to address the technical complexities associated with integrating and interfacing legacy systems. The systems integration and interface process will take place throughout all four phases of the project.

      Based on the evaluation of the USAMMA data loads, the USAMMA IT and IBM Teams have identified a total of 51 interfaces which must be analyzed and configured so that the SAP system will be able to interface with external systems such as STANFINS, DMLSS, TAMMIS MEDSUP, DSCP, SAMMS, JMAR, TAADS, MEDSILS, etc. In addition to working the interface issues, the IT Team is responsible for data conversion and SAP programming and development specific to the USAMMA's technical specification. Upon the initial implementation of SAP, the IT Team will also assist with unit testing of the new system in support of a smooth transformation into the SAP enterprise.

      The ultimate goal of the IT Team is to ensure that the processes concerning the technical aspects of SAP implementation are in place across the IT arena (strategy, applications, data centers, network, etc.) to achieve success in the interface and integration of data internal and external to the USAMMA. The IT Team not only has to deal with the changes in a highly technical system, but they also have to plan a long-term sustainment support program for the new system after the IBM Team experts depart. Although the tasking of the IT Team can be very tedious and painstaking at times, the team members are highly trained and capable of making the SAP system a reality for the USAMMA. ◈ ◈

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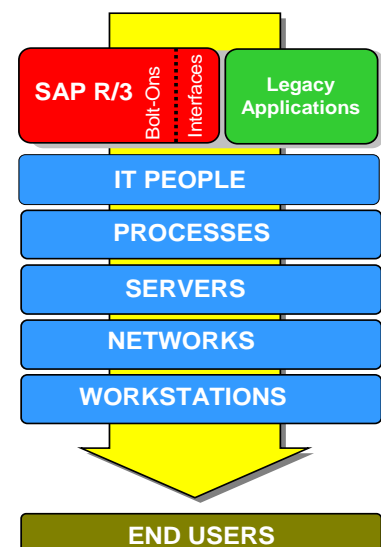
THE URL CHANGE MANAGEMENT TEAM (CMT) DEALS WITH THE "HUMAN SIDE" OF ORGANIZATIONAL CHANGE AT THE USAMMA

(MAJ Song Gotiangco, MCMR-MMI, DSN 343-7887 or 301-619-7887)

The URL Change Management Team

FRONT ROW: SFC Marjorie Jackson, Ms. Pat Mullican, Ms. Ann Thoma (INS), Ms. Susan Haller, MAJ Song Gotiangco, Ms. Brenda Bell, Ms. Mary Lou Pokrowka, Mr. Ken Lindsey, Mr. Mike Beaulieu.
BACK ROW: Ms. Melissa Johansen (KPMG), LTC Rick Bond, Mr. Jakob Thomas (IBM), Mr. T. J. Orsini (IBM), Mr. Chuck Kopack, SGM Dale Barker, Mr. Ryan Jennings (INS).
NOT PRESENT WHEN PHOTO WAS TAKEN: Ms. Pat Rose (IBM), Mr. Charles Ford (Eagles, Inc.), Ms. Cyndi Lake, Mr. Marion Major, SFC Sherry Marsh, Mr. Mark Caudle (INS).

> *"If we don't change, we don't grow. If we don't grow, we are not really living."*
> *– Gail Sheehy, American writer*

Under the URL project, the USAMMA has recognized the need and desire to make dramatic changes in how the Agency must conduct business in order to improve processes, stay competitive and ultimately provide the warfighter with world-class medical logistics support. Additionally, as the USAMMA experiences dramatic change with the implementation of SAP as the new foundation for improvements in systems, performance, and productivity, the Agency faces significant changes in organizational restructuring, and introduction of new processes and procedures. In order to facilitate these changes and to take advantage of SAP as the solution, the people within the USAMMA must understand what changes are occurring and how these changes may affect them personally and professionally.

Like many organizations going through major changes, the USAMMA faces one major hurdle – overcoming the resistance to make *change*. The challenge of getting people at the USAMMA to accept the fact of change in organization and how that affects their jobs is not an easy task. In general, people are reluctant to change for three primary reasons:

The primary purpose of the CMT is to convey the need for change and develop a clear message about the change to the employees of the USAMMA.

N   Lack of understanding of the meaning of and reasons behind the change,
N   Anxious about the potential requirement to develop skills and capabilities, and
N   Difficult to transition from an existing organizational culture and way of doing business to a new, unfamiliar environment.

The USAMMA leadership recognizes the difficulty of this task and has established a charter for the Change Management Team (CMT) to address the "human side" of the organizational change at the Agency.

One of the first initiataive for the team was to implement an Organizational Risk Assessment Survey, a tool used to gain an understanding of risk factors (uncertainties, liabilities, vulnerabilities or issues surrounding impending change) and based on the result of the survey, the team identified the following key categories:

N   Communications
N   Leadership Commitment
N   Workload
N   Skills/Training
N   Organization Culture

The CMT focuses heavily on Communications. The key is to create an effective communication (formal and informal) environment

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THE URL TRANSITION MANAGEMENT TEAM (TMT) OVERSEES ORGANIZATIONAL CHANGE

(MAJ Song Gotiangco, MCMR-MMI, DSN 343-7887 / 301-619-7887)

BACK ROW LEFT:
Mr. Michael Beaulieu, Mr. Chuck Kopack,
Ms. Haladia Nardi, Mr. Ken Lindsey,
Ms. Melissa Johanson (KPMG), Ms. Brenda Bell,
Mr. Marion Major, Ms. Paula Thorne,
Ms. Linda Walker.

FRONT ROW LEFT:
Ms. Linda Foltz, MAJ Song Gotiangco,
Ms. Susan Haller.

Not present when photo was taken:
Ms. Margaret Sayre

The URL TRANSITION MANAGEMENT TEAM

The "To Be" Organizational Model has received strong support from the Commander and the USAMMA Directors, who dedicated a number of key stakeholders, leaders and functional representatives to this effort. A transition team has been formed to assist the organization and its employees through the transition process. The Transition Management Team (TMT) was appointed by LTC Byrne to lead the transition to the new organizational structure. The Team Lead is MAJ Gotiangco and she is overseeing the planning and execution of the URL Organizational Transition. The Transition Management Team will manage the day-to-day activities of planning and implementation.

The TMT was developed to transition employees whose positions are affected by the "To Be" Organizational model and the URL project. The team's goal is to successfully transition employees into jobs in new directorates or redeploy them into newly created positions based upon a careful assessment of skills and interest, all without experiencing any loss of employment.

Responsibilities include:

* Identifying employees whose jobs will be affected by the URL,

* Establishing Charter,

* Developing Work Breakdown Structure (WBS) for Planning,

* Tracking employees through the transition process,

*Identify "Quick Hits" to implement now,

*Fit/Gap Analysis – current skill sets and short falls,

* Person-by-Person Impact Analysis: training, job descriptions, new positions/responsibilities, and

* Identifying infrastructure and physical movement requirements.

The information gathered by the TMT members will be carefully analyzed and documented in the URL Transition Plan. This Plan will serve as a roadmap for implementing the "To Be" organization at the USAMMA. As a tool and guide for the transition efforts at the USAMMA, the Plan will outline the various objectives, work steps, "deliverables," and checkpoints required for transitioning of this new organization and prepare for the SAP implementation. This Transition Plan identifies recommended changes required to transform the USAMMA as a new organizational model by realigning the functions, positions, and people. This plan will be based on our knowledge of the USAMMA and on the interviews with Directors and key stakeholders.

Once these recommendations are reviewed and approved by the Integrating Integrated Process Team (IIPT), the TMT will identify priorities, timelines, and resources necessary to complete the transition. ◈◈

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URL MANAGEMENT TRAINING TEAM (MTT)
(MAJ Song Gotiangco, DSN 343-7887/301-619-7887)

URL MANAGEMENT TRAINING TEAM

LEFT TO RIGHT: Brenda Bell, Thomas Orsini (IBM), Pat Mullican, Jakob Thomas (IBM), MAJ Song Gotiangco, and Pat Rose (IBM).

The USAMMA's revolution in logistics begins with SAP *(Systems, Applications, and Products in data processing)*. SAP will enable the USAMMA's multiple systems to converge, increasing speed, expanding capabilities, and providing real time access to critical information. However, installing SAP onto every desktop offers little benefit without first instilling in each end user the concepts, techniques, and the step-by-step business process. This can only be accomplished through a comprehensive training program.

Training for the SAP conversion will encompass many facets of "learning" before *and after* **"GO LIVE"**. Training ranges from instructor-led classroom courses, to Intranet-based tutorials at your workstation. End User Training (EUT) focuses on the business process, and the SAP roles performed to support that process. Special emphasis will be placed on learning where these responsibilities fit into the USAMMA's new structure so that end users understand the big picture.

Training will feature a special tool called iTutor. iTutor is SAP's newest solution for the creation of customized user training. This is a state-of-the-art instrument for developing interactive tutorials in a simulated environment, using a highly interactive teaching process to encourage user involvement, thereby increasing the learning retention rate. Tutorials are designed by the training team and will be specific to the USAMMA.

Tutorials enable end users to learn SAP transactions in a safe environment away from the actual system used for business. Trainers build tutorials by performing actual transactions in the SAP system while the iTutor Recorder documents each step with a precise replica of screens used, and all data entries performed. Once recorded, facilitators then clean and edit the tutorial for end user playback.

End users must have the iTutor player software loaded onto their PC's before viewing tutorials. Lessons are conducted by an interactive agent. The agent is an animated figure that supports the user by speaking the "bubble text" created during the design/edit phase. The agent points out important screen features, describes step procedures in detail, and prompts the student for interactions from screen navigation to data input requests. Users have the ability to rewind/repeat steps to ensure comprehension.

In addition to instructor-led courses and iTutor demonstrations, the USAMMA's Intranet will play a key role in continued support of the training effort. All training course materials will be available on line providing a central secure location for updates and content changes. A site is currently being developed to host an online dictionary to cross-reference SAP terminology with the USAMMA terminology. There will also be a frequently asked questions (FAQ) area on the Intranet answering questions common throughout the system. An area will also be provided to submit questions.

The USAMMA's revolution in logistics incorporates a fresh new approach to learning the SAP system. The combination of instructor-led training, iTutor simulations, and Intranet support sites will allow end users to maximize training efficiency while minimizing time away from the office. ◈ ◈

at the USAMMA so that people at all levels have the opportunity and freedom to ask questions and have them answered. Communications tools such as the URL web site, the URL email newsletter, and the URL mailbox address frequently asked questions (FAQ) and issues concerning change at the USAMMA. At the USAMMA's monthly town hall meetings, the Commander, along with the key team leads (military and civilian) provide up-to-date status on the URL project. Additionally, the key leadership at the USAMMA meets with each directorate and conducts open forums concerning all aspects of the project. The CMT has developed marketing buttons and pens, flyers, handouts, surveys and coordinated other URL PR events that are both internal and external to the USAMMA.

   The Lead for the CMT is LTC Rick Bond, the USAMMA Chief of Staff, and the facilitator is Melissa Johanson, KPMG Consulting. The members of the CMT include key change agents representing every directorate and division at the USAMMA. The primary purpose of the CMT is to convey the need for change and develop a clear message about the change to the USAMMA employees. This team believes that the message must be clear and unambiguous, explaining why the changes are necessary and that the message needs to begin from the top (senior leadership) and filter through the organization by every director and supervisor. Here are some other goals that are being tackled by the CMT members:

N   Gain an understanding of the project vision and objectives,

N   Participate in all the URL events,

N   Seize opportunities to speak about the URL benefits,

N   Manage expectations about what the URL will or will not do,

N   Provide materials and process to support transition,

N   Execute the multi-media communications plan,

N   Prepare employees to use the new processes and systems,

N   Interact regularly with the URL subject matter experts, and

N   Engage agency project communications liaison(s).

   Change management is an essential part of the overall project management's success. The USAMMA considers this to be a critical factor for the implementation of URL and the SAP enterprise software across its organization. The USAMMA strongly believes that with the implementation of the latest technological solution (in this case, the SAP software), combined with the support from the USAMMA personnel, change will lead to a dynamic, successful future organization.◈ ◈

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process flows are configured along with the development of reports, user procedures, testing scenarios, and security profiles. The cycles provide milestones for the project team along with checkpoints to test and "playback" specific parts of an end-to-end business process. This approach provides immediate feedback, and involves the entire organization throughout the project life cycle.

   During the cycles, the USAMMA Functional Team is working with the IBM Team consultants to further define specific business process exceptions and conditions. This approach allows the project team to repeat the configuration of core business processes while also fine tuning the system to account for common business scenarios.

   In addition to configuration, the Functional Team, along with the IT Team, is involved with developing the interfaces to legacy systems. The Functional Team is absolutely crucial in making the URL a successful project for the USAMMA. The majority of the work done by the Functional Team makes up about forty five percent of the overall project workload and the team has displayed a tremendous amount of effort, dedication, and long hours in the URL trailer. ◈ ◈

FAREWELL / HELLO
for the time period of July 2001 through September 2001

LTC BRIAN J DICIANCIA, MMS, has transferred to 44th Medical Bde, Fort Bragg, NC, 08 September 2001.

Mrs. Mary Sparkman retired after over 27 years of Civil Service with the Department of Energy and the Department of Defense. While she began her career in 1962 with DOE, she came to the USAMMA in 1985 where she served as administrative assistant to the Directors of Resources Manage-

Mrs. Mary Sparkman

ment and Maintenance Engineering and Operations. Her assistance was invaluable. Her retirement leaves a huge gap in the services that this Agency, the Medical Research and Materiel Command and the U.S. Army Medical command provide to the Army Medical Logisiticians worldwide. Thank you Mary!

Mrs. Gail Jenkins has over 25 years of Civil Service with the Department of Defense as a civilian employee at Fort Detrick, MD. In May of 1980, she transferred from the U.S. Air Force to the USAMMA. She retires from her present position as a Logisitics Management Specialist for the Materiel Acquisition Directorate. Mrs. Jenkins successsfully

Mrs. Gail Jenkins

managed the Deployable Medical Systems Program, a highly visible Joint Service Program for Combat Support and Field Hospitals. Her contribution to the USAMMA during the countless meetings, conferences and workshops for this program is much appreciated! Gail's leadership in this role was respected throughout the community. Thank you Gail!

Please welcome our new military arrivals as of June 2001:

CW2 Daniel V. Burrhus, arrived 15 June 2001 from Fort Polk, LA - Assigned as Med Maint Sys Analyst in DMLSS

CPT Gerald L. Dallman, arrived 3 August 2001 from Fort Carson, CO (assigned to Hill Air Force Base) - Assigned as Chief, Depot Operations

SFC Emma J. Goins, arrived 1 October 2001, from St. Louis, MO - Assigned as Fielding Operations NCO in the Force Development and Sustainment Directorate

MAJ Song H. Gotiangco, arrived 13 August 2001 from USAMRMC, Fort Detrick - Assigned as Information Systems Officer in the IM/IT Directorate

CW3 James A. Lynes, arrived 10 August 2001 from Fort Stewart, GA - Assigned as Biomedical Equipment Officer, Materiel Acquisition Directorate, Technology Support Division (TARA Program)

Mr. Siamack Moaveni, arrived 15 July from the American Legion Hospital, Crowley, LA - Assigned to Materiel Acquisition Directorate, Technology Support Division (TARA Program)

COL Douglas H. Rabren, arrived 14 June 2001 from Carlisle Bks, PA - Assigned as the Director of the MRI Cell, Fort Belvoir, VA

MAJ Mark A. Redick, arrived 18 July 2001 from Fort Sill, OK - Assigned as the Chief, Resource Management Directorate

SFC Sandra J. Rogers, arrived 26 August 2001 from Schofield Bks, HI - Assigned as Senior Medical Logistics Sergeant in DMLSS

LTC Karen A. Zhussanbay, arrived 3 August 2001 from JRCAB, Fort Detrick - Assigned as the Army Senior Representative in DMLSS

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MCMR-	Office Title	Extension	FAX
MMZ-A	**COMMANDER,** COL David W. Williams	7461	2270
MMZ-B	**CHIEF OF STAFF**, LTC Richard L. Bond	7461	
MMA-I	USAMMA Medical Logistics Management Internship Program, Sheila Slifer	7477	6947
MMA-O	SGM Dale M. Barker	4218	
MMA-O	**ADMINISTRATIVE SUPPORT OFFICE**		2270
	- Chief, Ms. Margaret Sayre	4402	
	- Military Personnel Branch, Ms. Wanda Martin	4401	
MMC	**RESOURCES MANAGEMENT DIVISION,** Chief, MAJ Mark A. Redick	4008	4446
MMC-A	- Managerial Accounting Branch, Chief, Mr. William H. Shearin	4003	
MMC-B	- Budget Branch, Chief, Ms. Janet Kennedy	4004	
MMC-M	- Management and Analysis Branch: Ms. Heladia Nardi / Mr. Gene Wroble	4012/4442	
MMI	**INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY DIVISION,**		
	Chief Information Officer (CIO) and Product Manager, LTC Patrick T. Byrne	4463	4372
MMI	Deputy CIO, Mr. Cal-Abram Johnson	7693/4431	
	URL Transition Lead, MAJ Song Gotiangco	7887	
MMI-A	- Applications and Development, Chief, Mr. Glenn Gincley	4335	
MMI-M	- MEDLOGTAV, Chief, MAJ Mark W. Dick	4339	
MMI-NC	- Networks & Communications, Chief, Ms. Barbara M. Van Dyke	4343	
MMI-P	- Product and Production Branch, Ms. Pat Mullican	4313	
MML	**RESERVE COMPONENT LIAISON OFFICER**, MAJ Michael C. O'Guinn	4355	
MML	Medical Reengineering Initiative Team, MAJ Michael C. O'Guinn	4355	
MMM	**MAINTENANCE ENGINEERING AND OPERATIONS DIRECTORATE,**		
	Director, CW5 Roy V. Place	4407	2938
MMM-D	- Maintenance Operations, Chief, Mr. John K. Rosarius	4365	
MMM-P	- AMEDD National Maintenance Point, Chief, Mr. Yoshi Shino	7451/4382	
MMM-DC	- Medical Maintenance Operations Division, CA, Chief, Mr. Terrance Roth	DSN 462-4556	
MMM-DP	- Medical Maintenance Operations Division, PA, Chief, Mr. Daniel Danilovitz	DSN 795-7744	
MMM-DU	- Medical Maintenance Operations Division, UT, Chief, Mr. Jerry Pierson	(DSN N/A) 801-399-6774	
MMM-SU	- Medical Maintenance Support Division, UT, Chief, Ms. Terrel Pierson	(DSN N/A) 801-399-6790	
MMO	**OPERATIONS AND SUPPORT DIRECTORATE,**		
	Director, MAJ Marc L. Caouette	4307	2938
	Pharmaceutical Consultant to the Commander, MAJ Marc L. Caouette	4307	
MMO-S	- Supply Operations Division, Chief, Mr. Kenneth Lindsey	4308	
MMO-SD	Data Management Branch (Vacant)		
MMO-SU	Unit Assemblage Branch (Vacant)		
MMO-T	- Technical Operations Division, Chief, MAJ Marc L. Caouette	4307	
MMO-TC	Customer Support Branch, Chief, Ms. Paula Thorn	4305	
MMO-TF	Focused Distribution Management Branch	4307	
MMR	**FORCE DEVELOPMENT & SUSTAINMENT DIRECTORATE,**		
	Director, LTC Christopher V. Roan	4310	4073
MMR-M	- Force Sustainment Division, Chief, MAJ Thayne Jolley	4356	
MMR-A	- Assembly Management Division, Chief, Mr. Ron Shoemaker	4390	
MMS	**STRATEGIC CAPABILITIES & MATERIEL DIRECTORATE,**		
	Director, LTC Michael P. Ryan	4405	4404
	- Logistics Operations Coordinator, Mr. Sheldon Shealer, Jr.	3018/4462	
MMS	- International Logistics Office	4419/2058	4166
MMS-M	- Strategic Materiel Division, Chief, Ms. Linda Foltz	4428	
MMS-P	- Plans & Operations Division, Chief, CPT Andre R. Pippen	4347	
MMS-SC	Medical Logistics Operations, Charleston, SC, Chief, CPT Shawn Rickett	DSN 794-7776	
MMS-O	Operations Branch (Vacant)		
MMS-P	Plans Branch, Chief, CPT Lanita A. Taylor	4461	
MMT	**MATERIEL ACQUISITION DIRECTORATE**, 1432 Sultan Dr., Director, Mr. Earl Hartsock	4329	4480
MMT-C	- Contract Integration Division, Chief, Mr. Michael Beaulieu	4326	4480
MMT-E	- Equipment Acquisition Division, Chief, MAJ Vera Hudgens	4060	6819
MMT-S	- Technology Support Division, Chief, Ms. Dawn Rosarius	4473	7429

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